

National Senior Service Conference

June 2002

Advisory Councils That Work

Participant Notebook

CORPORATION

FOR NATIONAL

 SERVICE

S u s t a i n

n a t i o n a l s e r v i c e

A b i l i t y

BACKGROUND

Corporation for National and Community Service

Created in 1993, the Corporation for National and Community Service manages more than 1.5 million Americans annually in improving communities through service. The Corporation supports service at national, state, and local levels through:

- AmeriCorps, whose members serve with local and national organizations to meet community needs while earning education awards to help finance college or training;
- Learn and Serve America, which helps link community service and learning objectives for youth from kindergarten through college as well as youth in community-based organizations; and the
- National Senior Service Corps (Senior Corps), the network of programs that helps Americans age 55 and older use their skills and experience in service opportunities that address the needs of their communities. Senior Corps includes the Retired and Senior Volunteer Program (RSVP), Foster Grandparent Program, and Senior Companion Program.

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Campaign Consultation, Inc.

Founded in 1988, Campaign Consultation, Inc. works with individuals and organizations – at the local, state, national, and international levels – to advance community development, fund raising, diversity, issue advocacy, media & marketing, public policy, and organizational & business development campaigns.

Campaign Consultation, Inc. has extensive experience in helping people acquire the confidence, skills, and resources to design and advance “out of the box” strategies for goal achievement.

Currently, Campaign Consultation, Inc. is the training/technical assistance provider for the Corporation for National and Community Service SustainAbility initiative.

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A Note to Trainers and Participants

This workshop design moves at a fast pace and timing is important.

Think of this workshop as a good travel article in a newspaper or magazine. The goal is to peak your interest and get you started in planning for the journey. Since time is limited, the entire travel guide cannot be seen, but certainly a glimpse of the journey

Here is how you can help—

1. Keep the discussion focused.
2. Keep the session moving (but recognize that each group of participants are unique and changes in the agenda may be necessary).
3. Share your own experiences if you have them.
4. Ask good questions if this is a new journey for you.
5. Give everyone a chance to participate.
6. Connect with people in the session who can give you more help after the conference.
7. Connect with people in your organization, community, and state that can help you after the conference.

I. Welcome/Overview

Advisory Councils that Work

Learning Objectives

By the conclusion of the workshop, participants will be able to:

- 1. Determine one change they wish to make to rejuvenate and diversity their advisory council.**
- 2. Discover and learn how the enclosed learning tools can assist in reaching goals.**
- 3. Take away a new concept from fellow participants.**

Advisory Councils that Work

AGENDA

- I. Welcome/Overview**
- II. Self Assessments –**
From the perspective of both
Advisory Council Members and Project Directors
- III. Tools to Lead –**
Small Group Discussion and Large Group Teach Back
- IV. Plan to Evolve –**
Advisory Council Change Model Worksheet
- V. Close**

II. Self Assessments

Advisory Council / Community Participation Group Self-Assessment

Rate the activity performance of your Advisory Council and note Suggested Improvements

ITEM	ACTIVITIES	Strongly Agree	Agree	Disagree	Strongly Disagree	SUGGESTED IMPROVEMENTS
	<i>Advisory Council Recruitment/Orientation:</i>					
1.	Council Members reflect the demographic diversity of the community.					
2.	The membership of the Council includes the diversity of skills and experience needed to assist the sponsor to meet its administrative and program responsibilities including project assessment, fund-raising, publicity, and programming for impact					
3.	There is a well defined recruitment and nominating process that includes criteria for selection of members of the Advisory Council which includes skills and expertise needed.					
4.	The Council member recruitment process is on-going.					
5.	Council prospective members are invited to observe a Council meeting.					
6.	New Council members receive a manual informing them of the duties of the Council and are oriented to the structure and work of the program and the sponsor.					
7.	Prospective members are told an estimated number of hours to allocate for Council activities per month.					

ITEM	ACTIVITIES	Strongly Agree	Agree	Disagree	Strongly Disagree	SUGGESTED IMPROVEMENTS
1.	<i>Advisory Council Conduct/Behavior:</i> Council members build relationship and work together as a team to accomplish goals.					
2.	Council members conduct themselves in a manner conducive to council leadership effectiveness -- i.e., attend, prepare, participate.					
3.	Each member of the Council is active and serves on at least one standing committee.					
4.	Every member is valued and the Council has a by-law procedure to follow up on members who are absent.					
5.	Council members are recognized and thanked for their service.					
6.	Council members treat each other with respect and communicate effectively with one another.					
7.	The Council communicates effectively with the Project Director.					
8.	The Council decision-making process is a clear and widely known process both at the standing committee and Council levels.					

ITEM	ACTIVITIES	Strongly Agree	Agree	Disagree	Strongly Disagree	SUGGESTED IMPROVEMENTS
	<i>Advisory Council Roles and Responsibilities:</i>					
1.	Council members clearly understand their roles.					
2.	The Council does short and long term-planning.					
3.	Council members are familiar with the NSSC program and its goals and visit one volunteer site annually.					
4.	The Council conducts an annual review of its work and performance. (see Annual Review example in Resources)					
5.	The Council assists the Sponsor with the annual program evaluation which is submitted to the Corporation.					
6.	The Council includes a reasonable number of members who provide and/or solicit financial support for the program.					
7.	Council members are knowledgeable about the project's place in the community, trends in society affecting the field of service, and aging, and focus upon long long-range, strategic issues.					
8.	The Council has a clearly-defined cooperative relationship with the sponsor's Board of Directors.					

ITEM	ACTIVITIES	Strongly Agree	Agree	Disagree	Strongly Disagree	SUGGESTED IMPROVEMENTS
	<i>Advisory Council Operation:</i>					
1.	The Council operates under a clear and up-to-date set of by-laws with which all members are familiar.					
2.	The Council has a number of standing committees which advance the goals of the Council and report back to the Council.					
3.	The frequency of Council meetings is considered appropriate in number.					
4.	Council meeting agendas are effectively designed.					
5.	Council members receive agendas with related background materials in a timely manner in advance of the Council meeting					
6.	Financial and standing committee reports are given regularly.					
7.	The Council follows through and completes "old" business.					
8.	The Council has a set of expectations and job descriptions.					
9.	Council members are elected for specific terms and are limited as to how many consecutive terms they can serve.					

adapted from "Assess Your Board: A Worksheet, Public Management Institute", San Francisco, CA.
"Board and Administrator", An Aspen Publication, December 1999

Project Director Self-Assessment

One of the major stumbling blocks to a successful Advisory Council is sometimes the Project Director. Project Directors often state that they want strong Advisory Councils, but do their actions reinforce stated desires? Take a few minutes to respond to the following questions and see if what you do as a Project Director supports what you say.

ITEM	QUESTION	RESPONSE	COMMENTS
1.	Check the period of time that you have served as a Project Director at the current site?	<input type="checkbox"/> less than 1 year; <input type="checkbox"/> 1 - 3 years, <input type="checkbox"/> 4 - 7 years, <input type="checkbox"/> more than 7 years	
2.	Indicate how long the Advisory Council Chairperson has been in office?	<input type="checkbox"/> less than 1 year; <input type="checkbox"/> 1 - 3 years, <input type="checkbox"/> 4 - 7 years, <input type="checkbox"/> more than 7 years	
3.	Mark the degree to which you have inherited and/or developed the current Council?	<input type="checkbox"/> inherited <input type="checkbox"/> inherited and developed <input type="checkbox"/> developed and inherited <input type="checkbox"/> developed	
4.	Since you have served as Project Director, indicate what percentage range of new members (2 years or less) sit on the Advisory Council?	<input type="checkbox"/> less than 9% <input type="checkbox"/> 10 - 24% <input type="checkbox"/> 25 - 49% <input type="checkbox"/> 50 - 74% <input type="checkbox"/> 75 - 100%	
5.	What percentage of new members (2 years or less) did you personally recruit?	<input type="checkbox"/> less than 9% <input type="checkbox"/> 10 - 24% <input type="checkbox"/> 25 - 49% <input type="checkbox"/> 50 - 74% <input type="checkbox"/> 75 - 100%	

ITEM	QUESTION	RESPONSE	COMMENTS
6.	What percentage of new members (2 years or less) did members of the Advisory Council recruit?	<input type="checkbox"/> less than 9% <input type="checkbox"/> 10 - 24% <input type="checkbox"/> 25 - 49% <input type="checkbox"/> 50 - 74% <input type="checkbox"/> 75 - 100%	
7.	Does the Advisory Council conduct meetings if the Project Director is not present?	<input type="checkbox"/> Always <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Never	
8.	Indicate the method by which the Council meeting agenda is prepared.	<input type="checkbox"/> Project Director only <input type="checkbox"/> Project Director drafts for Council Chair input <input type="checkbox"/> Council Chair drafts for Project Director input <input type="checkbox"/> Council Chair only <input type="checkbox"/> Other _____	
9.	As Project Director, how do you respond when the Chairperson is running meetings?	<input type="checkbox"/> Laid back, with little input except to give Project Director report <input type="checkbox"/> Relaxed, with occasional offering of information to affirm discussion points <input type="checkbox"/> Attentive, with regular offerings of information <input type="checkbox"/> High alert, with constant feedback	
10.	What is the estimated cumulative length of time that you, as Project Director, speak during a 1.5 hour Advisory Council meeting?	<input type="checkbox"/> 20 minutes or less <input type="checkbox"/> 21 - 40 minutes <input type="checkbox"/> 41 - 60 minutes <input type="checkbox"/> 60 minutes or more	

ITEM	QUESTION	RESPONSE	COMMENTS
11.	When the Chairperson is not available to run a meeting, who assumes the role of meeting Chair?	___ Another Advisory Council leader ___ Project Director	
12.	What is the percentage of involvement by the Advisory Council and the Project Director in the annual project evaluation report.	___ % Advisory Council ___ % Project Director	
13.	How are Advisory Council meeting minutes taken and transcribed?	___ Advisory Council leader takes, transcribes and reviews with Project Director for eventual preparation/distribution ___ Project Director/staff assistant takes, transcribes and reviews with Council Secretary prior to preparation/ distribution ___ Staff takes, transcribes, prepares and distributes Other _____	
14.	What as a Project Director, is your concept of the ideal size for an Advisory Council?	___ 5 or less members ___ 6 -10 members ___ 11 - 20 members ___ 21 - 30 members ___ 30 or more members	
15.	Check off to what estimated percentage of time does the Advisory Council initiate activities that increase the workload for the Project Director and staff?	___ 10 % ___ 25% ___ 75% ___ 100%	

ITEM	QUESTION	RESPONSE	COMMENTS
16.	Check off the tasks from which time is taken when the Project Director is addressing Advisory Council responsibilities.	<input type="checkbox"/> Project funding <input type="checkbox"/> Project staffing <input type="checkbox"/> Project outcomes <input type="checkbox"/> Project visibility <input type="checkbox"/> Project reporting <input type="checkbox"/> Other _____	
17.	What and when was the last project that the Council accomplished during which Council did the majority of the work?	in _____ (mo), _____ (yr)	
18.	Indicate two noteworthy Advisory Council accomplishments during your tenure as Project Director.	<input type="checkbox"/> Providing entree to influential people <input type="checkbox"/> Raising vital resources <input type="checkbox"/> Contributing funds <input type="checkbox"/> Sharing wisdom <input type="checkbox"/> Serving as a community knowledge link. <input type="checkbox"/> Implementing program goals <input type="checkbox"/> Suggesting new programs <input type="checkbox"/> Attracting new members to the Advisory Council <input type="checkbox"/> Other _____	
19.	Indicate the one activity that the Council could accomplish annually that the Project Director would appreciate.	<input type="checkbox"/> Providing entree to influential people <input type="checkbox"/> Raising vital resources <input type="checkbox"/> Contributing funds and <input type="checkbox"/> Sharing wisdom <input type="checkbox"/> Serving as a community knowledge link <input type="checkbox"/> Implementing program goals <input type="checkbox"/> Other _____	

ITEM	QUESTION	RESPONSE	COMMENTS
20.	From a Project Director's viewpoint, the "perfect" Advisory Council performs which of the following functions:	Does what the Project Director suggests ___ Suggests new programming ideas ___ Implements new programming ideas ___ Suggests fundraising/resource gathering initiatives ___ Implements new resource gathering initiatives ___ Other _____ _____ _____	

III. Tools To Lead

Advisory Council Tools

- 1. Recruitment**
 - **Advisory Council Member Job Description Worksheet**
 - **RSVP Advisory Council Job Description Example**
 - **RSVP Advisory Committee Job Description Examples – Resource Development, Recruitment & Nominations, Volunteer Recognition, Program Development & Evaluation, Public Relations & Marketing**
 - **Article: “Guidelines for Recruiting...”**
 - **Handout: 4 Cool Ideas**
- 2. Council Member Skills/Experience/Interests Profile**
- 3. Prospective and Current Advisory Council Member Evaluation Matrix and Summary**
- 4. Individual Council Member Development**
 - **Handout: Stages of Involvement for Individual Council Members**
 - **Assess the Involvement of Individual Council Members Worksheet**
 - **Goals and Action Steps for Individual Council Members Involvement Worksheet**
 - **Idease to Generate Committee Participation**
- 5. How Project Directors can Nurture Positive Relationships With Advisory Councils**
 - **Article: “Ten Quick Ways to Improve Meetings”**
 - **Article: “The Volunteer Secretary” and Meeting Action Plan**
- 6. Roles and Responsibilities Chart**
 - **Article: “What to Do With...”**
 - **Handout: Removing Obstructive Advisory Council Members**
- 7. Other**

Advisory Council Job Description Worksheet

Volunteer needed for: Leadership Project/Program

Volunteer Position Title: Member, Advisory Council

Primary Responsibilities:

- 1) Input into the selection and evaluation of project director
- 2) Review and support the mission of the project
- 3) Drive the organization's planning efforts
- 4) Serve as fiduciary representative of the project
- 5) Ensure the financial solvency of the project
- 6) Serve as ambassador and spokesperson for the project
- 7) Give personally and fundraise for the project
- 8) Evaluate the project's impact and outcomes regularly
- 9) Communicate the community and lay perspective
- 10) Self-assess periodically
- 11) Attend meetings
- 12) Other

Outcomes/Goals: (How will the Council member and you know that the job is being done well?)

- High attendance at meetings
- Active level of participation at meetings
- Volunteers for assignments and completes tasks
- High level of enthusiasm
- High degree of spirit and dedication to the project and its goals
- Other

Orientation and Development Plan:

(How will the Council member be oriented to the project and trained to the work? Use extra sheet to plan)

Who will be the primary contact person? *(the Project Director?)*

Time Commitment Requirement: *(Minimum hours per week/month? On any special schedule? For what duration of time? Use extra sheet to describe)*

↑ RSVP ADVISORY COUNCIL JOB DESCRIPTION

MISSION STATEMENT:

The Retired and Senior Volunteer Program of Lancaster and Lebanon Counties is funded by the Corporation for National Service, and the people of Lancaster and Lebanon Counties. Its purpose is to create meaningful opportunities for people over 55 years of age to remain or become active in the community through their volunteer service. In addition, the program improves the quality of life in the community by providing the assistance of volunteers to support non-profit agencies/programs.

RSVP ADVISORY COUNCIL COMMITTEES:

**Marketing/Public Relations
Financial Development
Long-range Planning**

**Recognition
Human Resources Development
Evaluation**

ROLES AND FUNCTIONS OF THE RSVP ADVISORY COUNCIL:

The Advisory Council:

- a. Advises and supports the RSVP staff in forming local policy, planning and developing operational procedures and practices consistent with national program policies.**
- b. Assists the sponsor by promoting community support for RSVP; and assists in planning and promoting the mobilization of financial and in-kind resources.**
- c. Appraises project operation annually and submits a report to the sponsor, which shall be attached to the renewal grant application. (RSVP handbook discusses the self-assessment process). The appraisal should be completed approximately halfway through the project year so that results of the appraisal may be used in preparing the grant renewal application.**

(Continued)

- d. Has an opportunity to advise the sponsor on human resource issues before project director is selected or terminated.**
- e. Ensures grievance procedure for volunteers.**
- f. Promotes constructive relationships with the community's key individuals and agencies.**
- g. Helps plan, implement, and participate in RSVP volunteer recognition events.**
- h. Assists in the development and final review of grant applications.**
- i. Provides ideas and/or contacts for developing new volunteer stations.**
- j. Sets policy on the RSVP transportation network.**
- k. Attends monthly meetings.**
- l. Commits to a one year period of service**

RSVP of North Central Iowa Committee Job Descriptions

RESOURCE DEVELOPMENT COMMITTEE

Purpose

To provide guidance in identifying in kind donations, grant application opportunities and provide assistance in maintaining financial sustainability of the program.

Responsibilities

- **Assist staff with securing in kind donations for on going and agency wide recognition events.**
- **Monitor progress toward accomplishing resource development goals and objectives.**
- **Recruit volunteers for fund raising projects.**
- **Monitor relationship of agencies providing in kind support.**
- **Preview annual proposals to regular funders (Corporation for National and Community Service, United Way, County Boards of Supervisors.)**

Qualifications

- **Understanding of and commitment to the mission, goals, and services of RSVP.**
- **Access to and influence with persons and businesses within the community that are prospective benefactors.**
- **Knowledge of foundations and other opportunities for generating revenue.**
- **Knowledge of and experience in fund raising strategies, including grants writing skills.**

Time Requirements

The committee will meet quarterly, prior to regular Advisory Council meetings. Additional meetings may be called as needed. Members will serve for a one-year appointment and may be re-appointed for up to three years.

RSVP of North Central Iowa Committee Job Descriptions

RECRUITMENT AND NOMINATIONS COMMITTEE

Purpose

To insure continuity and diversity of the RSVP Advisory Council. And to provide for representation of all counties in the service area. .

Responsibilities

- **Identify and recommend candidates to fill vacancies on Advisory Council based on Article IV, #3 of the RSVP Advisory Council by Laws.**
- **Present names of prospective members to Advisory Council at spring quarterly meeting for approval.**
- **Present slate of officers for election at the Spring Advisory Council meeting.**
- **Develop and implement orientation plan for new Advisory Council members.**
- **Recommend periodic training opportunities for Advisory Council to insure effective service.**
- **Review Advisory Council officer and committee job descriptions annually.**
- **Give a report at the spring Advisory Council Meeting.**

Qualifications

- **Understanding of and commitment to the mission and outcomes of RSVP.**
- **Good contacts and extensive networks in communities to identify candidates with the necessary skills.**
- **Working knowledge of non-profit agency boards.**
- **Knowledge of potential training opportunities that will benefit the staff and Advisory Council.**

Time Requirements

The committee will meet quarterly, prior to regular Advisory Council meetings. Additional meetings may be called as needed. Members will serve for a one-year appointment and may be re-appointed for up to three years.

RSVP of North Central Iowa Committee Job Descriptions

VOLUNTEER RECOGNITION COMMITTEE

Purpose

To provide for recognition and appreciation of RSVP volunteers and provide opportunities for social gatherings and celebrations of volunteer efforts.

Responsibilities

- **Direct the planning and implementation of the agency wide recognition event.**
- **Assist staff with development of annual local recognition events.**
- **Develop and implement plan for on-going recognition. (Birthdays, anniversaries, etc.)**
- **Work with Program Director to determine budget for events and gifts.**
- **Work with Resource Development Committee to secure in kind donations for events and gifts.**
- **Provide evaluation of recognition events to Advisory Council and staff.**
- **Provide brief report at each Advisory Council Meeting.**

Qualifications

- **Understanding of and commitment to the mission and outcomes of RSVP.**
- **Experience in planning social events.**
- **Good organizational skills.**
- **Creativity**
- **Understanding of impact of recognition in relationship to retention of volunteers.**

Time Requirements

The committee will meet quarterly, prior to regular Advisory Council meetings. Additional meetings may be called as needed. Members will serve for a one-year appointment and may be re-appointed for up to three years.

RSVP of North Central Iowa Committee Job Descriptions

PROGRAM DEVELOPMENT AND EVALUATION COMMITTEE

Purpose

To assist in monitoring the direction of RSVP and review Programming for Impact Statements.

Responsibilities

- **Examine the effectiveness of existing programs and identify areas for improvement.**
- **Assist staff in utilizing existing data and community needs assessments.**
- **Assist in the development of projects (PFI's) that will provide positive impacts in the communities served.**
- **Work with the staff and the Nominations and Recruitment Committee to determine the need for ongoing Advisory Council training.**
- **Assist staff with developing methods of measurement to evaluate the impact of projects.**
- **Monitor the progress toward meeting outcomes and PFI=s.**
- **Present quarterly reports to the Advisory Council.**
- **Select at least one project activity evaluation to be included in the Federal Grant Renewal.**

Qualifications

- **Understanding of and commitment to the mission and outcomes of RSVP.**
- **Awareness and understanding of identifying priority communities needs of the service area.**
- **Experience in writing outcomes.**
- **Developing innovative solutions to community needs that utilize the time and talents of retired and senior citizens and emphasize intergenerational and literacy projects.**
- **Experience in conducting research and measuring program outcomes.**
- **Contacts within extensive and diverse community and regional networks.**

Time Requirements

The committee will meet quarterly, prior to regular Advisory Council meetings. Additional meetings may be called as needed. Committee members may also be called upon to participate in local/county planning sessions with other community leaders. Members will serve for a one-year appointment and may be re-appointed for up to three years.

RSVP of North Central Iowa Committee Job Descriptions

PUBLIC RELATIONS AND MARKETING COMMITTEE

Purpose

To provide visibility of RSVP in the RSVP service area. Market RSVP to cultivate awareness, provide exposure for recruitment, and educate funders.

Responsibilities

- **Develop marketing plan for RSVP.**
- **Update marketing tools: brochure, video, web page, display board and any information submitted to the public.**
- **Develop schedule and placement of distribution of materials.**
- **Determine guidelines and information for press releases.**
- **Identify places and times to market RSVP working with other Advisory Council Committees as needed. (RSVP Month, Volunteer Week)**
- **Work with Program Director to determine budget for Marketing Budget.**
- **Present quarterly reports at Advisory Council Meetings.**

Qualifications

- **Understanding of and commitment to the mission and outcomes of RSVP.**
- **Knowledge of media outlets in the RSVP service area.**
- **Experience in marketing.**
- **Good writing skills.**
- **Contacts with a variety of community organizations and leaders.**

Time Requirements

The committee will meet quarterly, or as needed prior to Advisory Council Meetings. Members will serve for a one-year appointment and may be re-appointed for up to three years.

I Council Member Skills/Experience/Interest Profile

Name: _____

Home Address: _____

Business Address: _____

Contact Information

(H)

(W)

FAX:

e-mail:

Residence: (circle one)

inner city

suburbs

rural

Age Range: 55 or over

40 - 54

25-39

under 25

Current/Past Employer: _____

Work Experience:
(circle & describe
below)

Business

Government

Professions

Education

Non-Profit Management

Clergy

Special Skills:
(circle)

Administration

Legal

Public Relations

Planning

Programmatic

Business

Marketing

Social Work

Volunteer Mgmt.

Services

Budget/Finance

Advertising

Fund Raising

Board Leadership

Community

Contacts

(others) _____

Council Member Skills/Experience/Interest Profile (cont'd.):

Hobbies/Special Interests:

Civic Involvements (current/past):

Leadership Experience:

Organization	Office Held	Committees

What do you hope to contribute as an Advisory Council member?

What do you wish to gain as a result of your work with the Advisory Council?

Guidelines for Recruiting New Advisory Council Members

Carter McNamara, PhD. Modified from the Free Management Library.

The following guidelines should be modified as necessary to conform to the particular culture and purpose of the organization.

It's very important to keep the perspective that your advisory council deserves highly skilled and participative members. Don't erode your goals and believe that you are lucky to get anyone at all. When you set out to recruit new members, the most important consideration is the type of skills currently needed by the advisory council. Consider the nature of issues and goals currently faced by your organization, for example, if you're struggling with finances then seek a member with strong financial skills.

1. Maintain an up-to-date list of potential advisory council candidates, including the particular skills they can bring to the organization. This list is often generated by the Nominating Committee or the Advisory council Development Committee.
2. Develop a Sample Advisory Council Application Form for prospective new advisory council members. The form should solicit information about the potential new member, including biographical information, why they want to join this advisory council, what they hope to bring to the advisory council, what they would like to get from their advisory council membership as well as any questions they might have.
3. Per any scheduling in the By-laws and/or after strategic planning, reference major strategic goals for the organization to identify what skills would be highly useful to the advisory council, e.g., if new people will be hired, the advisory council may desire people with human resource skills, etc.
4. Reference the list of potential candidates to recruit for advisory council membership and ask to meet with them.
5. Prospective advisory council members should meet with the council chair and the project director, hear an overview of the organization and receive relevant organizational materials describing the Senior Corps Program, receive an advisory council member job description and a council member application form. The prospective new member should hear about how the organization orients new members. Provide names of several advisory council members whom the prospective new member might contact with any questions.
6. Identify if there are any potential conflicts of interest with the candidate, e.g., is he or she on the advisory council of a competing organization, a vendor of the organization, etc.

7. Invite the prospective new member to an advisory council meeting. Notify current advisory council members that a potential new member will be attending. Consider nametags to help the potential new member be acquainted with council members. Introduce the member right away in the meeting and, at the end of the meeting, ask the potential new member if they have any questions. Thank them for coming.
8. Shortly after the meeting, call the prospective new member to hear if they want to apply for joining the advisory council or not. If so, solicit their completed advisory council member application and provide all applications to the full council for their review and election.
9. Notify new members (those who have been elected) and invite them to subsequent advisory council meetings and the advisory council orientation.

4 Cool Ideas to Recruit Advisory Council Members

Modified from the Board Café

1. Look for new members already connected with the organization.

Ask the executive director, the volunteer coordinator, the development director and/or program directors if they can recommend two or three hands-on volunteers, donors or clients who would make good advisory council members. Such people bring both demonstrated commitment and an intimate knowledge of the organization's strengths and weaknesses.

2. Form a "One-Meeting Nominating Committee."

Prepare a list of twenty well-connected people who would probably not join the advisory council, but might recommend good candidates. Invite them to a brainstorming meeting over lunch. Describe the organization and what qualities are needed in advisory council members. Ask for the name of one person they think would be a good advisory council member. Call the nominee the next day and explain who suggested their participation.

3. Place a "Help Wanted--Volunteer Advisory Council Member" ad.

The example below could be placed in a neighborhood or alumni newsletter.

HELP CHARLES VILLAGE: There is a need for a few talented and conscientious volunteer advisory council members to help guide the senior program into the next century. If you have skills or contacts in accounting, publicity or fundraising, call ..."

4. Collaborate with other organizations.

Pick four local organizations where you don't know anyone, but you'd like to such as NAACP, Accountants for Public Interest, Japanese American Citizens League, etc. (Yahoo site (<http://www.yahoo.com>) look for lists under "Community." Have coffee with the executive directors and suggest that your two organizations recommend "retiring" advisory council members to each other and promote organizational links and community ties.

D Prospective and Current Advisory Council Member Evaluation Matrix

Duplicate this page as needed. Record the names of the members and/or prospects in the boxes indicated. Use the following scale... 5-Outstanding ... 4-Good ... 3-Average 2-Below Average ... 1-Poor...to rate and total points. This matrix should be used with additional information related to length of service, extenuating personal situations, potential, etc.

Members Names						
Evaluation Criteria						
Interest in project and area of service.						
Willingness and ability to commit.						
Corporate and/or business contacts.						
Contacts across the community.						
Ability to give and/or get support...\$.						
Knowledge of marketing / promotion						
Fundraising experience.						
Planning experience.						
Fiscal expertise or experience.						
Legal expertise or experience.						
Non-profit management experience.						
Other						
TOTALS:						

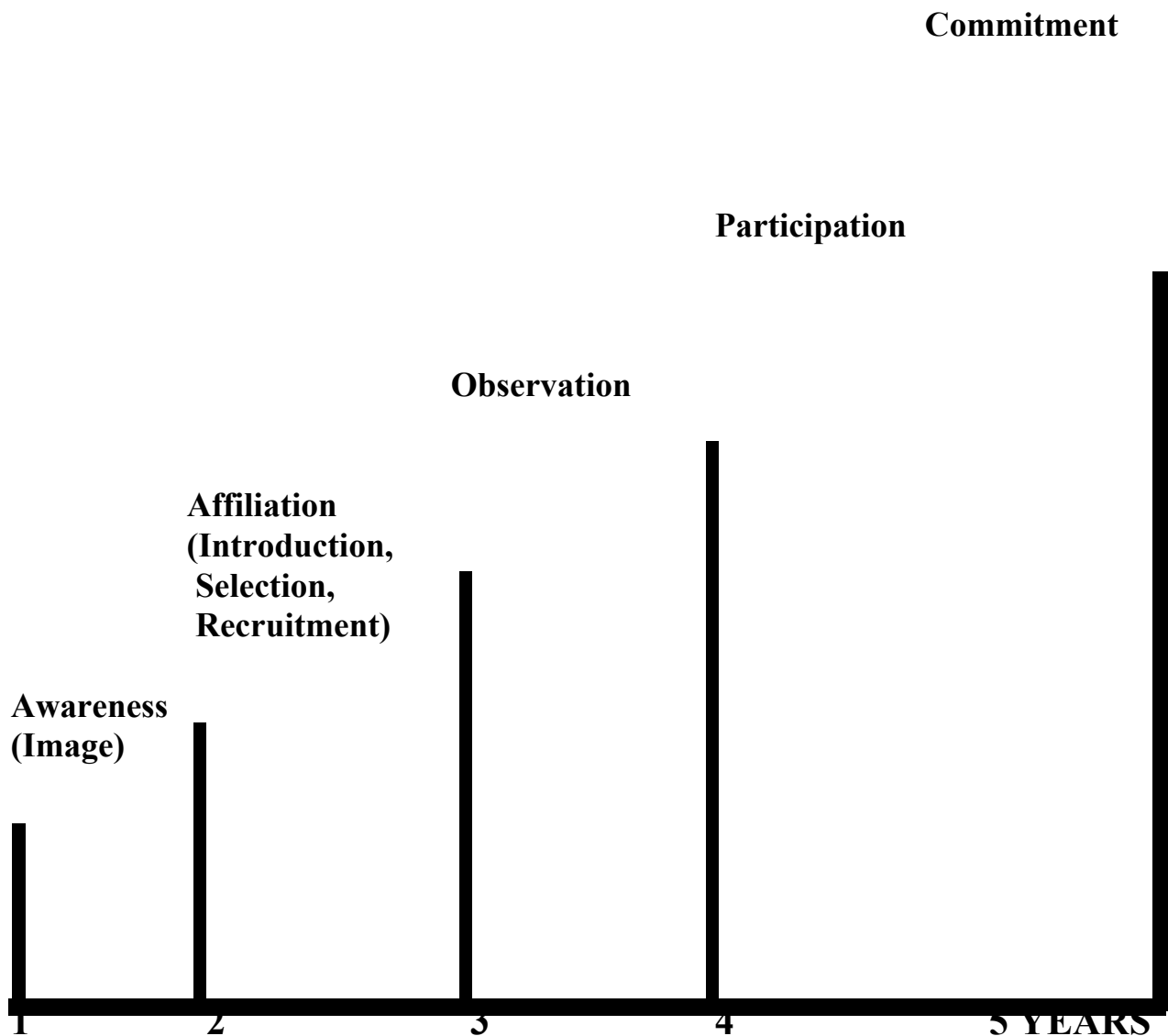
D Prospective and Current Advisory Council Evaluation Matrix Summary Sheet

Evaluation Criteria for Advisory Council	Totals
Interest in project and area of service.	
Willingness and ability to commit.	
Corporate and/or business contacts.	
Contacts across the community.	
Ability to give and/or get support...\$.	
Knowledge of marketing / promotion	
Fundraising experience.	
Planning experience.	
Fiscal expertise or experience.	
Legal expertise or experience.	
Non-profit management experience.	
Other	

Ñ Stages of Involvement For Individual Council Members

QUESTION: How could these stages of involvement occur over a shorter period of time?

ANSWER:



(Source: W.R. Conrad and W.E. Glenn, *The Effective Voluntary Board of Directors* (Downers Grove, IL: Voluntary Management Press, 1983), p. 197) Reproduced by permission of W.A. Conrad

Ñ Assess the Involvement of Individual Council Members Worksheet

Duplicate page as needed. Identify and mark on the lines where you estimate your Board members (chairperson, officers, program chairs, committee chairs, etc.) are in their individual development?

Volunteer Leader: _____

Awareness	Affiliation	Observation	Participation	Commitment

Volunteer Leader: _____

Awareness	Affiliation	Observation	Participation	Commitment

Volunteer Leader: _____

Awareness	Affiliation	Observation	Participation	Commitment

Volunteer Leader: _____

Awareness	Affiliation	Observation	Participation	Commitment

Volunteer Leader: _____

Awareness	Affiliation	Observation	Participation	Commitment
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Ñ Goals and Action Steps for Individual Council Member Involvement Worksheet

Refer to the Member Profile and record where you would like Council members to be as individuals in their involvement with your Project over the next six months and by this time next year.

Six Month Goals: _____ *(list month and year)*

First Year Goals: _____ *(list month and year)*

Provide the action steps to helping Council members become more involved individually:

Action Steps for Council Members to Achieve Six Month Goals:

Action Steps for Council Members to Achieve First Year Goals:

Ideas to Generate Committee Participation

*Adapted from “Ideas to Generate Participation in Committees,”
The Free Management Library by Carter McNamara, PhD.*

- **Orient and inform committee members**
 - Explain the organization, its services, and expectation/involvement of the committee**
 - Give chairs and members up-to-date job descriptions**
- **Set a standard for the best**
 - Your organization deserves strong attendance and participation**
- **Develop and communicate a committee attendance policy**
 - Include the number of times a member can be absent in consecutive meetings and total meetings per time period**
- **Establish meeting ground rules**
 - Post the rules at the bottom of the agenda**
 - Review at every meeting**
- **Let go of “dead wood”**
 - Move low-attendance members to other organization initiatives**
 - Rotate in new members every year**
- **Increase individual responsibility**
 - Use subcommittees to accomplish goals**
- **Evaluate committee members annually**
 - Present a clear process in which members evaluate each other**
 - Provide written feedback on strengths and areas to improve**
- **Ensure the presence of paid staff members at committee meetings**
 - Provide administrative support and information**
- **Generate meeting reports**
 - Include attendance listing with meeting report**
 - Clarify action determined**
 - Relay committee’s progress**

Ò How Project Directors Can Nurture Positive Relationships With Advisory Councils

- , Prepare supporting written material for major agenda items**
Emphasize more detail, not less. Some Council will be more interested in specifics than others. Keep in mind, sufficient detailed information helps the Council make decisions based on facts, not impressions.
- , Send the agenda early**
Mail to the Council ten days to two weeks before a meeting.
- , Consult with Council members in advance if they are to give reports**
Advance knowledge gives them an opportunity for input and lets them know beforehand what is expected of them.
- , Create an atmosphere that encourages active participation**
Make sure that the physical setting of the meeting has parking, is comfortable, etc.. that there is enough time for discussion and reflection, that the demeanor of the Chairperson invites comment, etc.
- , Keep the Chairperson fully informed**
Minimize surprises related to program, financial, and organizational developments
- , Seek the advice and counsel of the Chairperson**
On issues related to policy issues, matters that involve other Council members, and subjects that have ramifications beyond the organization– reference the wisdom of the Chairperson
- , Solicit feedback from the Chairperson**
Ask about one's own leadership and performance.

TEN QUICK WAYS TO IMPROVE MEETINGS

Jan Masaoka. Modified from the Board Café.

When we think about the committees we're on, we usually think about the meetings—which says a lot about the importance of having good meetings. Make a resolution to implement one of the following ideas each month:

1. Name tags for everyone, every meeting. It's embarrassing to have seen people at several meetings and wondered what their names are . . . and later it's REALLY hard to admit you don't know their names.
2. Post an acronym chart. Make a poster of frequently used external and internal acronyms (such as CDBG for Community Development Block Grants or DV for domestic violence) and post it on the wall of every meeting. (If you distribute the list on paper it is soon lost.)
3. Write an "anticipated action" for each agenda item. Examples: "Finance Committee report, brief questions and answers: no action needed." "Volunteer recruitment and philosophy: *Anticipated Action*: form committee of 3-4 members."
4. Make sure that each person says at least one thing at every advisory council meeting. This is the Chair's responsibility, but everyone should help! "Cecilia, you haven't spoken on this issue. I'm wondering what you're thinking about it?" "Matt, at the last meeting you made a good point about finances. Are there financial issues here that we aren't thinking about?"
5. No one-way communication from staff. If you have a regular Project Director's Report on the agenda, or if a staff member is giving you a briefing, be sure that such presentations need a response from the advisory council. If not, put them in writing in the informational packet and just ask if there are any questions.
6. Don't include committee reports on the agenda just to make the committees feel worthwhile. If a committee has done work but doesn't need it discussed, put the committee report in the advisory council packet. (In the meeting be sure to recognize the committee's good work and refer people to the written report.) Instead, schedule committee reports in the context of the main discussion. For example, if there is a discussion planned on attracting and retaining staff, reports from the Finance Committee and the Personnel Committee may be appropriate.
7. Note to the advisory council president and the project director: what are the two most important matters facing the organization—economic downturn, changes in government funding, decreased volunteerism due to increased employment, demographic changes in the county? Is one of these matters on every meeting agenda?
8. Encourage "dumb" questions, respectful dissent, authentic disagreements. Find a chance to be encouraging, at every meeting: "Sylvia, I'm glad you asked that 'dumb' question. I didn't know the answer either." "Duane, I appreciate the fact that you disagreed with me in that last discussion. Even though you didn't convince me, your comment helped make the discussion much more valuable."
9. Make sure the room is comfortable! Not too hot or cold or crowded. Offer beverages and something light to eat such as cookies or fruit.
10. Adjourn on time, or agree to stay later. Twenty minutes before the scheduled end of the meeting, the Chair should ask whether the group wants to stay later: "If we continue this very interesting discussion, we will have to stay fifteen extra minutes to hear the recommendation on the project director's salary. Can everyone stay that long, or should we end this discussion and move to that one immediately?"

BONUS: Once every year or two, survey the advisory council about meetings. Pass out a questionnaire for anonymous return to the council vice president or secretary, asking, "What do you like best about advisory council meetings? Least?" "Are you satisfied with the items that are usually on the agenda?" "How could the council president do more to encourage discussion at the meetings?" "Is the location or time of day difficult for you?"

The Volunteer Secretary

And the Value of Minutes

Have you ever tried to recruit someone to be a volunteer secretary for a committee or a board?

You'll often hear a lot of moans and groans. This is because the secretary is usually the person who is supposed to take minutes, and this is seen as a thankless task.

Actually, there is something to be said for the "power of the pen." Taking minutes is a crucial responsibility, because those pages become the historical memory of the organization. The way a secretary records the discussion and decisions reached during a meeting often affects the long-range actions of those who come after.

There is a way to simplify the minute-taking process and, at the same time, transform minutes into much more important "action plans." After all, minutes have a more immediate use than to keep a record of what was done at past meetings: they document what the group wants to do as a result of decisions reached.

Consider creating a standardized Meeting Action Plan form, laid out in columns. (In case you are wondering, Roberts Rules of Order do not prescribe the "look" of minutes. You are free to write them in whatever format you choose.)

In a typical Meeting Action Plan form, column one is for "Subject." The secretary can develop key words for topics that come up frequently on the agenda. By using these key words at the left, the first column becomes a quick-



reference "index" to the minutes.

Column two is the widest and is labelled "Discussion." Here is where the secretary summarizes points made during the discussion of each subject.

The next three columns are the most important: "Decision Made," "Next Steps," and "Who and When." The secretary can make sure that no committee or board moves on to a new subject without completing these three columns first — a real help to the chairperson in controlling the agenda.

The "Decision Made" column forces the group to conclude the discussion and either vote, reach consensus, or formally postpone a decision on the issue. (If required, the secretary can write in the actual motion made, the mover, the seconder,

and the vote tally.) Once a decision is reached, the group should consider what steps must be taken next to put that decision into effect.

The last column is critical. The group must determine who will do these action steps and by when. If a task is delegated to someone absent from the meeting, the minutes should also record who will ask that member to do it.

If a group has discussed a subject, reached a decision, and listed the necessary steps to implement it, but then no one wants to do it, maybe the group has reached the wrong decision. Too often meetings end with lots of talk but unclear follow-through delegation. The secretary can be invaluable in assuring that a group sticks to its planning task, simply by using this type of minutes/Meeting Action Plan form.

The time to approve these minutes is not at the next meeting. Then it will be too late. Take a few moments before adjourning to review the last three columns. This will make everyone clear about the decisions made at this meeting and will affirm that everyone knows what they agreed to do before the next meeting. (People without an assigned task might also be recruited to help.)

At the start of the next meeting, begin by reviewing the action plan from the previous meeting to refresh everyone's memory again on their previous assignments.

Doesn't this sound like a much more active role for a secretary?

Date: _____

[illegible]

Roles and Responsibility Worksheet

<p>A = APPROVE. Takes initiative in area</p> <p>Responsible role</p> <p>Develops alternative</p> <p>Makes recommendation.</p>	<p>R = RESPONSIBLE. Signs off before implementation</p> <p>Selects from options developed</p> <p>Can veto.</p>	<p>C = CONSULTED. Must be consulted for input prior to decision being reached</p> <p>Cannot veto</p>	<p>D = INFORMED. Must be notified after a decision, but before public announcement.</p> <p>Needs to know outcome for other related tasks,</p> <p>Need not give input.</p>
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Assign an A, R, C, or D code to the roles listed at the top of the table and the corresponding actions.

Role Action	Advisory Council	Chairperson	Project Director	Standing Committee	Sponsor	Project Volunteers
Determine goals/priorities						
Suggest strategies & programs						
Identify resources for program						
Perform community and public relations						
Administer project						
Recruit new Council members						
Chair meetings						
Prepare agendas						
Hire staff						
Develop personnel policies						
Recruit volunteers						
Prepare budget						
Approve budget						
Implement Project						

What to Do With Advisory Council Members Who Don't Do Anything

Jan Masaoka. Modified from the Board Café.

"He never comes to meetings or does anything. Why does he even stay on the advisory council?"
"She always says she'll take care of it and then she doesn't follow through. Aaagh!"

Whose responsibility is it to "do something" about an advisory council member who is "AWOL," "deadwood," undependable, a procrastinator, or worse?

Answer: Yours. Every advisory council member shares in the responsibility to contribute to the wellbeing of the advisory council and the organization. As the project director, you may need to discuss the situation with advisory council leadership. Their responsibilities include monitoring non-participation and intervening with council members when necessary.

There are two things you must do in the case of an advisory council member who is not participating.

1. You must do something. The problem is likely only to get worse, and non-participating council members have a demoralizing impact on even the best of advisory councils.
2. Be confident and hopeful. Many council members just need a little reminder to be more conscientious, and others will be grateful that you've given them a graceful way to relinquish tasks or even leave the advisory council. Things will work out.

SHORT TERM STRATEGIES

* Check to be sure that expectations were made clear to the advisory council member before he or she joined the council. "I know you joined the council recently and I'm not sure that you realize that we ask all advisory council members to attend the annual dinner and, hopefully, to help sell tickets. Let me explain to you what most council members do, so you can see whether you'll be able to work on this with us."

* Hold an advisory council discussion at which expectations are reconsidered and re-affirmed. Agree on a list of expectations for every advisory council member.

* Be sensitive to possible health issues or personal reasons why a good advisory council member isn't participating as much as he or she has in the past.

* Transfer responsibilities to someone else. "I'm concerned about finishing the revision of the volunteer handbook. Since you're so busy, maybe it would work out for the best if John took your notes on the handbook and developed a first draft."

* Together with the advisory council member, explore whether he or she really has the time right now to be able to be an active council member. "I'm calling to check in with you since you haven't been able to make a meeting in the last several months. Are you just temporarily a lot busier than usual? We really want to have your participation, but if it isn't realistic, perhaps we should see if there's a less time-consuming way than advisory council membership for you to be involved."

LONGER TERM STRATEGIES

- * Make it possible for individuals to take a "leave of absence" from the advisory council if they have health, work, or other reasons why they cannot participate fully for awhile. An individual can, for example, take a "6 month maternity leave" or a "disability leave."

- * Have an advisory council discussion or a written council survey on what makes it difficult for people to participate fully. "Are there things we can change about the frequency, day, time, or length of advisory council meetings that would make it easier for you to attend?" "Are there things about the way that council meetings are conducted that would make it easier for you to attend or that would give you more reason to want to attend?"

- * Consider whether advisory council participation is meaningful to council members. Have lunch with some of the "semi-active" members: "I'm sensing that advisory council participation just isn't as substantive or significant as some council members want it to be. What do you think are the reasons, and what do you think we can do to make advisory council membership more meaningful?"

- * Revise what is expected of advisory council members. Perhaps responsibilities have been given to council members that are unrealistic for any but the super-advisory council-member. Reduce the number of committees and utilize short-term task forces instead.

Removing Obstructive Advisory Council Members

modified from the Board Café

The most effective advisory councils feature strongly presented disagreements, passionate arguments and genuine debate. The presentation of unpopular viewpoints are not grounds for advisory council dismissal. Legitimate reasons for requiring the removal of an advisory council members can include the following:

- Non-attendance or inactivity
- A conflict of interest or unethical behavior
- Obstructive behavior of an advisory council member
- Other

A troublesome member's behavior may become so obstructive that the council is prevented from functioning effectively. The advisory council may find that members participate less, attend infrequently or find reasons to resign.

What must be addressed are council members who *consistently* ...

- disrupt meetings
- are unwilling to let the majority prevail
- prevent the organization from working well

When such an environment results, it may be appropriate to consider removing such individuals from a leadership role.

Although the need to remove obstructive council members is rare, organizations should have provisions in their by-laws. Here are three examples:

1. Term Limits

Many councils establish *terms* as well as *term limits*, such as two-year terms with a limit of three consecutive terms. In such a situation, a council member cannot serve more than six consecutive years without a "break". After a year off, an individual can again be elected to the advisory council.

Proponents believe that term limits provide a non-confrontational way to ease troublesome members off the advisory council while inviting terrific members back on the advisory council after one year. In addition, it is believed that a constant infusion of fresh thinking presents a positive antidote for problem advisory council members.

Opponents believe that effective council leadership can guide errant council members toward improving their behavior or quietly resigning.

2. Personal Intervention

One-on-one intervention by the project director, advisory council president or other advisory council leadership is a less formal solution to managing advisory council members. If a council member has failed to fulfill his or her responsibilities, many council presidents take the opportunity to meet informally with the council member in question. In person or on the telephone, the advisory council president can discuss the matter with the person, and suggest that resignation may be appropriate (sometimes problem council members are relieved to have this option presented).

3. Impeachment

Organizational by-laws should describe a process by which an advisory council member can be removed by vote, if necessary. For example, in some organizations a council member can be removed by a two-thirds vote of the advisory council at a regularly scheduled advisory council meeting.

IV. Plan to Evolve

One Model for – Planning Advisory Council Change

A. Self Assess and Compare Responses

Project Director and Advisory Council separately complete both self-assessments and compare responses

B. Evaluate Each Member using Member Evaluation Matrix Worksheet

Project Director and Advisory Council separately evaluate members using the membership Matrix

C. Meet with Sponsor on role of the Advisory Council

Project Director to assemble an interview team consisting of the Chair and two to three members to gain insight from the Sponsor on the Council's role

D. Assemble information and draft recommendations

Project Director to summarize Assessments, Evaluation Matrix Information (see Evaluation Matrix Summary Sheet) and Sponsor interview into draft document that highlights need for change and new Advisory Council roles

E. Expand Advisory Council working group

Enlist a larger Advisory Council working group. Review, add to and decide upon document recommending needed change

F. Disseminate Change Document

Send change document to all members prior to next Council meeting

G. Present recommendations to Advisory Council

Receive feedback and incorporate where appropriate regarding new Council role. Be prepared for possible resignations in light of the new direction.

H. Assign Advisory Council working groups

Address change issues such as:

- terms of service -- i.e., By-Laws review;
- Advisory Council goals and objectives;
- member vacancies ... reference back the member matrix summary;
- new Council culture ... use CNCS, POL resources/facilitators to introduce different approaches to communication, etc.

Create Advisory Council Change Model Worksheet

Accurately defining the problem is the first step to finding a solution. Use the following chart to identify the problem, describe desired changes and list action steps for top three issues for next six months.

Identify Issues / Problems:	Describe Desired Change Outcomes:	List Action Steps for next six months:
<div>1.</div> <div>2.</div> <div>3.</div> <div>4.</div> <div>1.</div> <div>2.</div> <div> <div>Select Top Three Issues to address within next six months:</div> <div>1.</div> <div>2.</div> <div>3.</div> </div>	<div>1.</div> <div>2.</div> <div>3.</div> <div>4.</div> <div>1.</div> <div>2.</div> <div>1.</div> <div>2.</div> <div>3.</div>	<div>1.</div> <div>2.</div> <div>3.</div> <div>4.</div> <div>1.</div> <div>2.</div> <div>1.</div> <div>2.</div> <div>3.</div>

Closing

i Thank You!

i Evaluations

i Announcements

